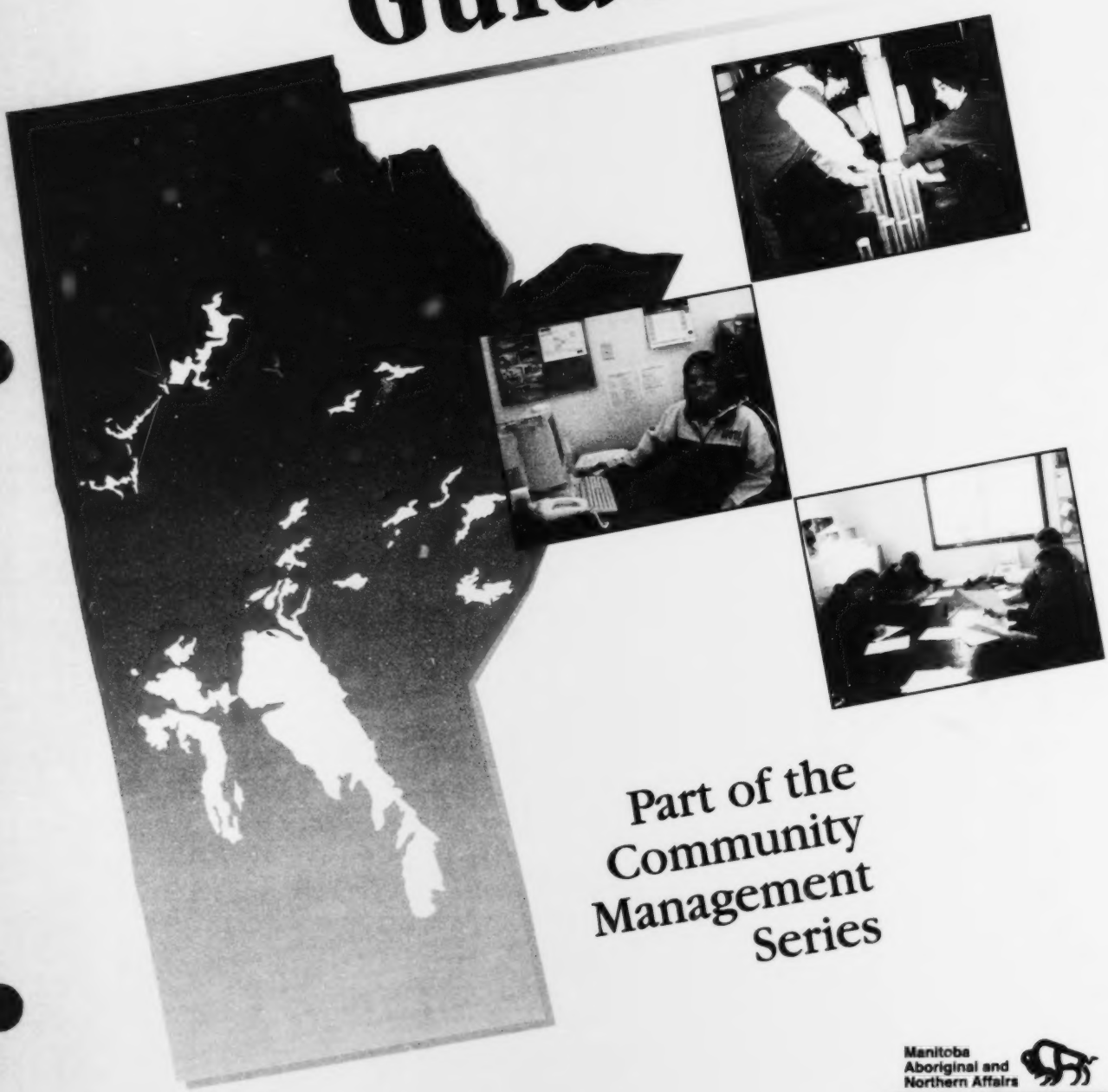
Employee Management Guide



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Manitoba Aboriginal and Northern Affairs
Building for the Future

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PURPOSE OF THE MANUAL

The purpose of a comprehensive "Employee Management Guide" is to provide councils with a resource on issues relating to employee management and problem solving methods, including procedures to follow. This manual is organized into five sections: Hiring, Supervision, Employee Discipline, Appendix and Forms. Each section contains all the necessary information, as well as specific forms relating to the tasks required when managing employees. The Local Government Development Manual of Policies and Procedures (LGDMPP) contains other related attachments referenced in this manual. The Recreation Director's Handbook, which each community has received, is a good resource for specific details relating to the community recreation director.

Managing employees is a very important responsibility of council. Good hiring and supervision practices will help to ensure that council retains an effective and qualified work force. Community residents rely on council employees to provide municipal services. This manual is intended to be a guide for council/supervisors to follow, along with support available from the department and the Employment Standards Branch of the Department of Labour, as necessary. A publication from this branch is provided as an insert to this manual titled "A Guide to Employment Standards", which is also available on their website at www.*gov.mb.ca/labour/standards*.

This manual was revised by the departmental Municipal Administration Committee to replace the previous Hiring & Supervision manual. Additional copies can be obtained from the regional office. Any revisions to this manual will be provided and tracked on an index page.

INTRODUCTION

Hiring is one of council's most important functions. It is important that you take special care in hiring the "right" person for your community. The following guidelines outlined in this section will help you plan and decide who is the "right" person to hire.

Staffing is the process of selecting the right person to fit the job. This will have a direct impact on your community's growth and development. Selecting the wrong person will prove costly to the community and increase turnover rates.

The key to the selection of the appropriate individual is a thorough knowledge and understanding of the community's business, awareness of community organizations and future requirements. Especially critical, is understanding the need to match a potential employee to a position. This is important in the selection of the "right" person for the job.

First and foremost, council needs to pass a resolution giving the authority to fill the position and ensure there are funds available to pay the salary. At this point, a supervisor should be appointed who will participate in the hiring process.

JOB DESCRIPTION

The first step of the hiring process is preparing the job description. The job description is a valuable written record that defines responsibilities, relationships and results expected of the employee. A job description first identifies the job, using a title that accurately summarizes the position, followed by a listing of the assigned duties. Exactly what is included in the listing of job duties will depend on the level and nature of the position. The job description usually lists specific duties performed, equipment used and procedures followed, as well as working conditions and skills required.

The supervisor should prepare the job description for council with assistance from the department, if required. A standard employee agreement (including job descriptions) for community administrator, community clerk, constable, public works and recreation director is provided in Section V – Forms. Council may add to or delete duties in the job descriptions as per the individual community requirements.

Employee agreements **must** be approved and signed by council and it's employees upon hiring and job descriptions reviewed annually in conjunction with the performance appraisal or whenever there is a change in the job.

Performance Standards

Simply put, performance standards are used to measure employee job performance. They focus on key result areas and are crucial to have in place. An employee should know exactly what the standards of the job are and the expected period of time to reach the standards. Make the employee aware that failing to achieve the standards in the period of time allotted could mean dismissal.

See Appendix A for a complete list of community employee standards for Community Administrator, Community Clerk, Public Works Employee, Community Constable and Community Recreation Director. These standards identify skills the applicant should already have and skills that can be developed on the job in order to perform the requirements outlined in the job description.

Requirements normally include:
(a) Education - Grade (Specify)
(b) Experience - Years (Specify)
(c) Valid Manitoba driver's license
(d) Trainable in the respective job, if skills are lacking

CRIMINAL RECORD CHECK AND CHILD ABUSE REGISTRY CHECK

It is departmental policy that council ensure any applicants who may be employed in a position of public trust (ie. supervising children, working with money) complete both a Criminal Record Check (CRC) and Child Abuse Registry Check (CARC) prior to consideration for employment with council. Refer to the LGDMPP under policy titled "Accessing Criminal Records or Checking the Child Abuse Registry", for more detail.

Conditions

If the employee would be employed in a position of public trust, a council is permitted to request the potential employee's consent to obtain a Criminal Record Clearance Certificate and/or check with the Child Abuse Registry. A council is not permitted to seek such information for other purposes. Accordingly, the following are "designated positions" to which the policy may apply:

- Community administrator - CRC
- Community clerk (where there is no administrator) - CRC or where the clerk supervises children – CRC and CARC
- Community recreation director and recreation employees - CRC and CARC
- Community constable - CRC and CARC
- Public works employees (where they enter residential homes or handle a significant amount of money) - CRC

IT IS THE LAW, THAT THE INFORMATION OBTAINED UNDER THIS POLICY IS CONFIDENTIAL. It is council's responsibility to ensure proper handling of employee records at all times. Access is to be limited only to those persons required to have access, ie. current members of council and the administrator/clerk. Properly locked storage of personnel files is required.

APPLICATION PROCESS

Information you request on your application form should suit the requirements of the position and be legally defensible. For example, a question that is illegal to ask an applicant on an application form is their race or marital status.

Under *The Freedom of Information and Protection of Privacy Act* (FIPPA), personal information on the completed application form is voluntary and is being collected to determine suitability for employment purposes. It is protected by FIPPA legislation.

Application Forms

The application form serves three purposes. First, it formally indicates that the applicant desires a position with your council. Second, it provides the interviewer with the basic information needed to conduct an interview. Third, all information received, including the application form or resume, becomes part of council's personnel documentation if the applicant is hired and is treated as confidential. An "Application for Employment" form is found in Section V - Forms.

A resume or completed application form provides the council with a written summary or history of the education and experience of the candidate. Essential credentials are explored and clarified further during the employment interview. The following questions should be asked if designing an application form:

(a) What information is needed about an applicant to assist in the initial selection of candidates to be interviewed?
(b) Why is this information required?
(c) What information is mandatory for record purposes after the applicant has been hired?
(d) Why does the community need this information?

It is council's responsibility to ensure all questions conform to applicable laws. Certain questions can not be asked of applicants under the Human Rights Code. For more information, see page 11 of the insert " A Guide to Employment Standards".

Soliciting Applications

The administrator/clerk and council is responsible for determining the appropriate method to use to solicit applications, where applicable, with assistance from the department, if required.

Council may decide to solicit applications through:

(a) Advertisements in newspaper
(b) Local radio
(c) Local bulletin
(d) Canada Employment Centre referral

Your request for receiving applications should include a brief description of duties, wages, benefits, skills and requirements and how and where to apply.

Remember that the bulletin should include:

(1) Title of the position being advertised;
(2) Skills required in order to perform the job;
(3) Starting salary [Optional];
(4) Hours and days of work;
(5) Benefits (ie. MEBP, vacation, sick leave);
(6) Location where applications can be picked up and sent once completed;
(7) Deadline for applications;
(8) State that applicants may be subject to a criminal record check or child abuse registry check;
(9) Bottom statement: "We thank all who apply and advise that only those selected for further consideration will be contacted"

Council may also wish to add a statement advising that council reserves the right to re-post for this position.

Two sample position advertisements are included in Appendix B.

SCREENING PROCESS

Employee screening starts with the completed application form from which the essential information is obtained and determines which candidates will be interviewed. The detail and the questions asked will depend on the position being filled.

The individual who is selected should be the person who most closely conforms to the selection criteria for the job to be filled. Particular attention should be paid to the skills and requirements previously identified to determine the qualifications required by an applicant. The selection criteria may also stipulate unsuitable qualities that would not be appropriate characteristics for the position. If there are no qualified applicants, the job should be re-posted rather than hiring someone who is unqualified. Re-posting could mean expanding your advertising area.

The more closely a candidate's background relates to the standards of the job, the greater the probability that the individual will be successful in the position. If the candidate's qualifications exceed or fall short of the position standards, the greater the chance that the person will not work out well in the position.

Work history provides an indication of the person's present behaviour pattern. The interviewer can assess how many jobs the applicant has held which indicates a candidate's stability. For example, has the applicant moved from job to job in a short period. Keep in mind that people leave jobs for many reasons. For example, the inability to deal with responsibilities and/or co-workers in an effective manner or the result of a conflict with a supervisor. These reasons may or may not be a reflection on the candidate's ability to perform the job duties for the vacant position.

Promotions granted by the previous employer will indicate the applicant's level of ambition and motivation. Salary progression is also a good indicator of success.

Educational background should be matched with the requirements of the job. An over-qualified applicant may not be content to stay with the job once the challenge is gone. Academic records, although a good indicator of learning and work habits, may not necessarily be a reliable indicator of job success. Community involvement can reveal a great deal about the attitude, stability and maturity of the applicant.

Try to keep the number of people to be interviewed down to a reasonable amount. For example, if ten applications are received then interview five of the candidates. This will assist the selection committee to concentrate on the most qualified applicants.

INTERVIEW PROCESS

Determine who will be conducting the interview. The selection committee should include the appointed supervisor of the position being hired. The Conflict of Interest policy (See LGDMPP – Policy G11) applies; therefore any member(s) of the selection committee in conflict must declare such and remove themselves from the process.

Notify by letter or telephone, only those applicants who have been selected for the interview. The notification letter should include date, time and place of the interview. Two sample letters to applicants are found in Appendix C.

Questions To Be Asked At The Interview

The selection committee should prepare interview questions before looking through the applications. Sample interview questions for the positions of clerk and recreation director are provided in Appendix D. Use these questions as a guide when establishing interview questions for other vacant positions. You need to ensure that the questions relate to the standards of the job.

It is critical that the same questions be asked to **all** candidates. You may already have some information from a letter of application, the resume or the application form. What you need to find out at the interview is further information about the applicant's skills and abilities, which could not be determined from the information on record.

Reference Check

After the interview and prior to offering the successful candidate the job, a reference check should be completed. Check at least three of the candidate's references, as this will give a good indication of the candidate's past work history and character. All information disclosed about the applicant during a reference check is confidential and protected under FIPPA.

Some questions to ask when checking a reference are as follows:

1. What was your relationship with _____?
2. What was _____'s approach to his/her job like?
3. What task was he/she superior in?
4. What task was he/she weak in?
5. How did he/she get along with his/her supervisor and co-workers?
6. Was _____ self-motivating?
7. Did he/she pitch in and do extra work when the pressure was on?
8. If you had an opportunity, would you hire him/her again?

Selection

Upon completion of the reference check, the most suitable candidate is selected. Selection is made by consensus of all selection committee members. A formal letter of employment should be made to the successful candidate in writing. The letter of offer should include the starting date, wage, position title and any acknowledgements.

Once the candidate accepts the offer, notify the other candidates who were interviewed, that they were unsuccessful.

See Appendix E for samples of both types of letters (Letter of Offer and Thank-you Letter).

WAGES

Council needs to determine the wage that the successful candidate will be paid. The department provides a recommended salary scale (See LGDMPP – Policy F9). A new employee would normally start at the beginning of the scale, depending on qualifications.

Salaries are funded by the department according to this scale based on the maximum plus 15% for employer costs. If a new employee is hired at a lower rate it provides flexibility for staff training.

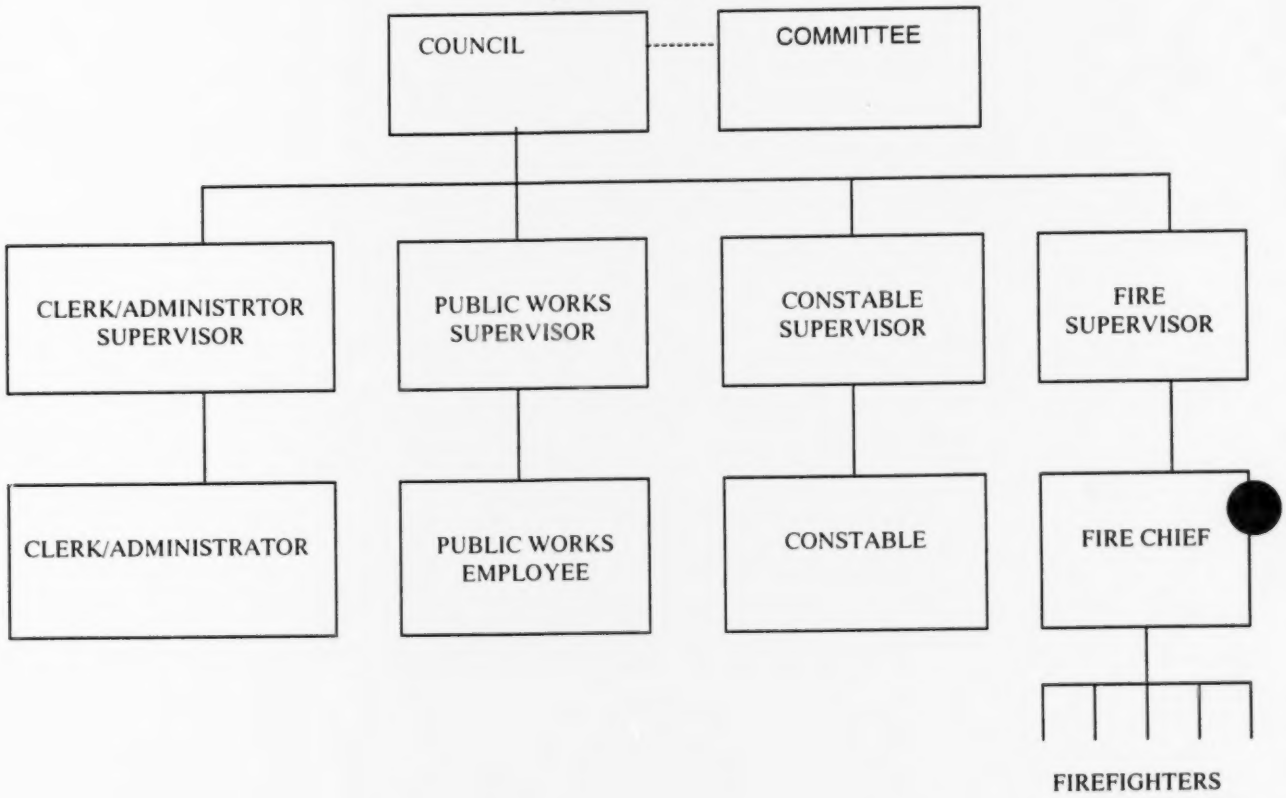
ORGANIZATIONAL STRUCTURE

Council must ensure that a supervisor is appointed for each council employee. This will provide a defined reporting line to and from council. Council, a council member or a council employee may be designated by council to be the supervisor.

Council is the ultimate authority in the organizational structure for staff. Under council's authority, staff are hired and supervised. When a supervisor is appointed, that person's job not only includes the supervisory role of staff, but also keeps council informed on matters relating to staff. If decisions are required, council is the authorizing body.

A sample organizational chart follows, which describes the recommended reporting line. This ensures "one" person is responsible for a particular employee reducing any confusion as to the reporting line.

Sample Organizational Chart
Reporting Lines



Reporting lines where council members are appointed as supervisors, who in turn report to council.

ORIENTATION

Orientation of a new employee is one of the most important roles of the supervisor. New employees should be given an introduction to your organization and made aware of any issues affecting them. For councils that hire employees occasionally and in small numbers, there may be no need for a formal orientation program. An informal orientation related to the job will be adequate.

The supervisor, who is a council member or employee designated to supervise the new employee, and the clerk/administrator shall meet with the person on the first day of work to do as follows:

a) Have employee complete and sign necessary tax forms.

b) Explain Employee Benefits:
   i) Vacation Leave/Stat Holidays
   ii) Sick Leave
   iii) MEBP

c) Advise on hours of work.

d) Review job description and employee standards and have employee sign the standard employee agreement.

e) Explain what type of training is available, both on-the-job and training supplied by other agencies.

g) Review any relevant policies and procedures of council with the employee, ie. being late, time off, job performance, coffee breaks, council responsibilities, probationary period, etc.

h) Tour facilities and workplace.

i) Advise that an employee evaluation in the form of a performance appraisal will be done annually in conjunction with reviewing the job description.

The supervisor should recognize several common barriers that detract from the effectiveness of an orientation. Make sure that the employee is not:

- Overloaded with too much information in a short time.
- Assigned only menial activities that discourage job interest.
- Overwhelmed and intimidated with numerous forms to complete and manuals to read.
- Pushed into the job with inadequate instruction and orientation.

ATTENDANCE FORM

Attendance forms record vacation, sick leave and overtime used or accumulated by a council employee. A form should be made up for each new employee upon hiring.

Record the sick leave and vacation leave an employee is entitled to from the date started and add or deduct at the end of each month accordingly.

Do not confuse time sheets and attendance forms (See Section V – Forms, for an example of each). Time sheets are used to record the number of hours worked daily, including time off for sick leave, overtime, etc. and are the source of information required to complete attendance forms.

Overall, council has the right to expect reasonable attendance from an employee in exchange for the wages and benefits provided.

PERFORMANCE APPRAISALS

One of the primary responsibilities of a supervisor is to periodically evaluate the performance of employees. This is called a "performance appraisal". Formal appraisals should occur at least once a year and normally prior to consideration of a salary increase. Through the use of the performance standards set out for each specific job, this event should be a positive experience for both the supervisor and the employee. Employees should feel free to ask questions, so that any matters can be solved together.

There must be an assessment of how well the employee performed each responsibility, by comparing actual performance to standards and objectives. It is important that both positive and negative aspects of performance be noted. It may be helpful to review changes in performance levels since the last appraisal.

Any factors that may have caused unfavourable performance should be noted. These may include:

- Lack of knowledge/training
- Existence of performance barriers or interferences
- Refusal to complete assigned tasks
- Lack of supervisor support
- Altered or new standards
- Insufficient resources
- Lack of coaching and counselling
- Lack of performance feedback
- Job being too difficult or cumbersome
- Inappropriate consequences for performing or not performing
- Personal, health or other problems

Supervisors are often reluctant to rate employees on their job performance. They do not feel comfortable during this sensitive and difficult type of interview. It takes knowledge, experience and sound judgement to evaluate employees effectively to foster improvement rather than resentment.

Performance appraisal templates for each council employee are found in Section V – Forms, where each standard is a heading with specific tasks for that standard listed in point form. Council or the appointed supervisor would add to or delete from the applicable template using the job description as prepared for the employee position.

Seven steps that establish a path toward understanding and acceptance of the appraisal are:

1. Prepare the employee and yourself, to come to the meeting to compare notes, so you have your facts at hand and the employee has the same opportunity to recollect their performance. Always give adequate notice of when the performance appraisal will be conducted.

2. Compare accomplishments with specific targets. Do not be vague or resort to generalizations. Be specific about what was expected and how close the employee has come to meeting these expectations.

3. Be sure to give adequate credit for what the employee has accomplished. It is a temptation to take for granted those things that have been done well and concentrate on the employee's shortcomings.

4. Review those things that have not been accomplished. Emphasize where improvement is needed and explore together with the employee how this can be done and why it is necessary for them to do it.

5. Avoid the feeling of you sitting in the judge's chair. If there is blame to be shared, acknowledge it. Do not talk in terms of "mistakes", "faults" or "weaknesses". Never compare the employee with a third party. Stick to a mutual examination of the facts and what they imply to both of you.

6. Agree on targets/goals to be met during the period ahead. Be specific about them and relate them to what has not been accomplished during the current period. This sets the stage for a more objective appraisal discussion the next time around.

7. Review what you can do to be of greater help. Improvement is almost always a mutually dependent activity. When a supervisor and an employee mutually accept responsibility, the task can be approached with confidence.

It is a good idea for a supervisor to deal with deficiencies from job standards as they occur throughout the year. Otherwise, the employee will be overwhelmed with the negative after the fact when it comes time for the yearly performance appraisal.

Never should employees be asked to do their own employee evaluation.

TRAINING NEEDS

The performance appraisal will identify areas where the employee needs training. When an employee lacks the necessary knowledge and skills to perform an assigned task satisfactorily, it may be necessary to develop a training plan to improve performance shortfalls. The department will assist in developing a training plan and provide referrals to appropriate resources, if required. This staff training plan forms part of the Community Management Plan.

Funding for staff development is provided yearly as part of the community's core funding.

FORMS AND STEPS OF DISCIPLINARY ACTION

Correcting a problem with staff may be one of the most difficult jobs for any supervisor or council. It is very important for council and supervisors to be aware of the procedure for correcting problems and if the situation warrants, a dismissal from the position. Acknowledge and deal immediately with any employee problem that is brought to council's attention. Complacency is little different than ignoring the problem and may prove more harmful in the long run. In order to avoid any wrongful dismissal claims, council needs to proceed cautiously when an employee's actions lead to applying disciplinary action.

The four forms of commonly used disciplinary action are:

- Verbal warning
- Written warning
- Suspension
- Dismissal

Council needs to consider the severity of the offence and/or problem when deciding upon the appropriate form of disciplinary action to use and at what level. Simply discussing the problem with the staff person and mutually agreeing on how it will be corrected may be enough. It is recommended that a hearing be held with the employee prior to determining whether to discipline and the appropriate level of disciplinary action. This allows the employee to explain their action and provides for documentation. Dismissal is the last resort after all other forms of disciplinary action have been exhausted, unless the employee's actions warrant immediate dismissal. In cases involving criminal activity, ie. fraud, it is recommended that the Employment Standards Branch of the Department of Labour and/or the RCMP be consulted.

Generally, there are four basic steps to follow in dealing with a problem employee, which will assist in handling the matter in the most effective manner. (See Appendix F for sample warning forms and letters for each form of disciplinary action.)

Step 1: Meet with the employee to determine what the problem is.

Step 2: **Verbal Warning**
The supervisor should discuss the problem with the employee and attempt to work out a solution. This must be documented in council's files on a "Verbal Warning Form". This would be used for future reference, if necessary. The formal meeting with the employee to discuss the problem could include mutually agreeing to a solution, further training or dismissal from the position.

Step 3: **Written Warning**

If the problem continues, further discussion with the employee may be necessary. The discussion must be documented in writing and given to the employee with a copy kept in community files. The written warning should include:

1. Nature of warning
2. Time frame for improvement
3. How work will be measured

This written warning gives the employee a clear picture of the situation and how to correct it. There is no misunderstanding between the supervisor and the employee, as both will have a file copy to refer back to.

Step 4: **Suspension or Dismissal**

If the problem continues and has not been corrected within the time frame specified on the written warning, further action is warranted. The employee should be well aware of what measures may be taken, given no improvement at this point.

Council options would be:

- letter regarding further infractions and employee dismissal; or
- suspension without pay (1 to 5 days) depending on seriousness; or
- immediate dismissal in accordance with the terms of the employee agreement.

Notify the regional office prior to dismissing any employee.

An example, which would constitute grounds for immediate dismissal, is assault on an employee or supervisor or any criminal offence that may pose an immediate threat.

Following all the steps in dealing with a performance issue ensures the employee is given all the information and allows them the opportunity to correct the problem. Ensure that all the steps have been documented in order to formally record what the problem is and what will be done to rectify the situation. This will protect council against any wrongful dismissal cases, as these can be very costly to council and lead to bad employee relations.

Importance of Documentation

Documentation, in the form of verbal and written warnings, are extremely important both to the employee receiving it and the supervisor completing it. Facts and statements of individuals should be recorded in a written report prepared at the time of the investigation so the details are fresh in everyone's mind and to document the event. This report will assist in backing up council and the department with a complete trail of evidence if a claim of wrongful dismissal is brought against council. In dismissal proceedings, the employer must prove that there was cause for discipline and that the action taken was just and reasonable under the circumstances. It is also important for council to assess the impact of the incident on the employment relationship, to determine if the ties have been irreversibly broken.

HANDLING DISPUTES

Handling disputes among employees is an important part of every supervisor's role. Conflict, either within council or between employees and supervisors, reduces everyone's ability to do their job effectively. It is your job as a supervisor to smooth things out. Disputes are unavoidable, but when they do happen you can settle most disputes by being patient, using common sense and by remembering a few important "Don'ts".

- **Don't** let disputes get away from you
- **Don't** threaten anyone
- **Don't** become emotionally involved
- **Don't** take sides - Get the facts
- **Don't** trample on anyone's self-respect

If council makes an effort to help the employee, the employee's performance should improve to council's benefit. If council does not take any action then the employee's job performance suffers, and nobody is happy.

Appendix A: Community Employee Standards

COMMUNITY ADMINISTRATOR SKILL GUIDELINE

Community Councils require that employees have certain skills to enable the individual to perform the tasks of the job. These skills have been listed below and are categorized into what the employee requires to get the job and what skills can be acquired through on-the-job experience and training. Some communities may have additional skills unique to their situation, which can be added to this list.

REQUIRED SKILLS

- Administrative Procedures
- Communication
- Financial
- Accounting
- Municipal Service
- Public Relations
- Municipal Law
- Supervisory
- Computer

EDUCATION/EXPERIENCE

Grade XII or equivalent
Office Procedures
Simply Accounting Software

ACQUIRED SKILLS

Certificate in Manitoba Municipal Administration (University of Manitoba)
Computer Software (College or Locally)

COMMUNITY CLERK SKILL GUIDELINE

Community Councils require that employees have certain skills to enable the individual to perform the tasks of the job. These skills have been listed below and are categorized into what the employee requires to get the job and what skills can be acquired through on-the-job experience and training. Some communities may have additional skills unique to their situation, which can be added to this list.

REQUIRED SKILLS

- Financial
- Administrative Procedures
- Clerical
- Computer
- Accounting

EDUCATION/EXPERIENCE

Grade X
Simply Accounting Software

ACQUIRED SKILLS

Computer Software (College or Locally)
Office Procedures (Locally)

PUBLIC WORKS EMPLOYEE SKILL GUIDELINE

Community Councils require that employees have certain skills to enable the individual to perform the tasks of the job. These skills have been listed below and are categorized into what the employee requires to get the job and what skills can be acquired through on-the-job experience and training. Some communities may have additional skills unique to their situation, which can be added to this list.

REQUIRED SKILLS

- Building Maintenance
- Knowledge of Water Treatment Plant & Distribution Operation
- Knowledge of Wastewater Treatment & Collection Systems
- Equipment (large & small) Maintenance
- Understanding or previous use of a Maintenance Management System (MMS)
- Valid Manitoba Driver's License

EDUCATION/EXPERIENCE

Grade X
Water Treatment Certification
Water Distribution Certification
Wastewater Treatment Certification
Wastewater Collection Certification

ACQUIRED SKILLS

Water & Waste Management (RRCC Water & Waste Association)
St. John's Ambulance Training/CPR
Small Engine Repair (Community College, On-the-Job Training)

COMMUNITY CONSTABLE SKILL GUIDELINE

Community Councils require that employees have certain skills to enable the individual to perform the tasks of the job. These skills have been listed below and are categorized into what the employee requires to get the job and what skills can be acquired through on-the-job experience and training. Some communities may have additional skills unique to their situation, which can be added to this list.

REQUIRED SKILLS

- Communication & Reporting
- Technical (Knowledge of the Criminal Code)
- Problem Solving/Analytical
- Counseling
- Radio Operator
- First Aid and CPR (Red Cross)
- Self Defense
- Valid Class 4 Driver's License

EDUCATION/EXPERIENCE

Grade XII or equivalent

ACQUIRED SKILLS

St. John's Ambulance
Addictions Foundation of Manitoba (AFM) Training
RCMP Special Constable Training

COMMUNITY RECREATION DIRECTOR SKILL GUIDELINE

Community Councils require that employees have certain skills to enable the individual to perform the tasks of the job. These skills have been listed below and are categorized into what the employee requires to get the job and what skills can be acquired through on-the-job experience and training. Some communities may have additional skills unique to their situation, which can be added to this list.

REQUIRED SKILLS

- Supervisory
- Organizational
- Leadership
- Communication

EDUCATION/EXPERIENCE

Grade XII or equivalent
Post-secondary (university degree or community college certificate course in recreation)

ACQUIRED SKILLS

Volunteer Management
Effective Presentations
Facility Management
Financial Management
First Aid

Appendix B: Position Advertisements
Sample One

BULLETIN

The _____ Community Council is accepting applications for a Community Clerk who will be responsible for:

[Note: The following points should come from the job description]

- dealing with public requests for information
- co-ordinating and assisting in the preparation of the community budget, by-laws and project proposals
- review programs and prepare recommendations
- provide the agenda for and attend all council meetings, arrange attendances, advise on running the meeting, keep minutes and present financial statements and outstanding bills
- maintain all financial and correspondence records
- reconcile all ledgers and produce a monthly report
- other related duties as assigned

The successful candidate should have high school education and accounting experience or an acceptable combination of education and related experience. Other qualifications would be knowledge of accounting software and computers, strong communication skills and administrative procedures.

The starting salary will be in the $ _____ range, depending on qualifications.

Please send your applications prior to _____ 20 __ to the

_____ Council office.

"We thank all who apply and advise that only those selected for further consideration will be contacted."

Sample Two

ADVERTISEMENT

The Green Meadows Community Council requires the services of a Public Works Employee for the protection and operation of its public works facilities.

[Note: The following two paragraphs should come from the job description]
The Public Works Employee will be responsible for caretaking in all the buildings and small carpentry repairs as required. Pick up, dispose and maintain garbage at a community waste site. Maintain the water supply system to assure its continual operation in providing a safe community water supply.

The successful applicant should have carpentry and mechanical skills, hold a valid Manitoba driver's license and have experience in working with water systems.

The starting salary for this position will be $_____ per hour with a review after six months.

The Green Meadows Community Council provides a benefit package, which includes a Pension Plan and Life Insurance.

Applications may be picked up at the Green Meadows Community Council office. Deadline for applications to be received at the Council office is _____ 20 __ .

"We thank all who apply and advise that only those selected for further consideration will be contacted."

Appendix C: Letter to Applicants
Receipt of Application

The following sample is a suggested format for letters to be sent to all applicants upon the receipt of their application by council. [This is optional]

DATE_____

Dear _____:

We wish to thank you for your application for the position of **TITLE OF POSITION.** Your interest in working for the **NAME OF COMMUNITY** Council as it serves the community is most welcome.

If you have not received further word from us regarding this position within the next three weeks from the above date, the qualifications of another candidate were considered more suitable than your own for this position.

We will keep your application on file for one year. Thank you again for your interest.

Yours truly,

_____
MAYOR OR ADMINISTRATOR/ CLERK

Interview Notification

The following sample is a suggested format for letters sent to applicants who will be interviewed by the selection committee.

DATE_____

Dear _____:

We wish to thank you for your application for the position of **TITLE OF POSITION**. The selection committee would like to discuss this position further with you and therefore would like to invite you to an interview.

DATE:

TIME:

PLACE:

If you require more information, please contact **MAYOR'S NAME OR ADMINISTRATORS NAME AND PHONE NUMBER.**

We look forward to meeting with you.

Yours truly,

_____

MAYOR OR ADMINISTRATOR/ CLERK

Appendix D: Sample Interview Questions
Clerk

1. Would you tell us how your education and past work experience would benefit council if you were the successful candidate?

2. Have you had any experience in preparing a budget? If yes, explain what types of budgets you've worked with.

3. Have you worked with by-laws or project proposals? If yes, explain.

4. Have you attended a council meeting? What was your involvement? Have you taken minutes at a meeting? Where?

5. Have you had filing experience? What types of filing systems have you worked with?

6. Have you ever kept a set of financial records? What system did you use?
    a) Did you balance the books regularly?
    b) Do you know how to reconcile a bank statement?
    c) Have you been involved with revenue collection?
    d) What difficulties did you encounter?
    e) What was the easiest way?

7. Have you had to draft letters and correspondence?

8. If you were the successful candidate, when could you start the job?

9. Discuss salary.

10. Do you have any questions that you would like to ask us?

Recreation Director

1. Would you please tell us how your education and past work experience would benefit the council and the community?
2. What is your definition of recreation?
3. What kind of recreational activities have you organized or participated in?
4. What kind of volunteer experience do you have?
5. How would you help ensure that the community buys into recreation activities and recognizes its importance?
6. What would a successful community recreation program look like to you?
7. Can you work with minimal or no supervision?
8. What do you see as potentially the biggest challenge of this job? How might you address this challenge?
9. What would you suggest are important skills and qualifications for a recreation director? What are your main qualifications and skills for this position?
10. What leadership experience do you have?
11. What resources could you access in the community to help develop and deliver effective recreation services?
12. How can you incorporate a holistic approach in delivering recreation programs, ie. meeting physical, mental, spiritual and emotional needs?
13. This job may require you to work evenings or weekends. Can you work under these conditions?
14. This job may require you to leave the community for a few days or up to a couple of weeks to attend conferences or workshops. Can you work under these conditions?
15. Scenario: Your community experiences a high rate of youth vandalism and crime. With limited funds, how would you provide quality programs for these youth to minimize their destructive behaviour?

Appendix E: Sample Letters
Letter of Offer

Council Name
Address

Applicants Name
Address

Dear _____:

Council is pleased to confirm that you have been selected for the position of _____ that you applied for.

Your start date will be _____. Your starting wage will be $ _____ per hour as advertised.

As with all employees of Community Council, it is required by policy to sign the standard employee agreement. It is also a requirement by by-law that all community employees enroll in the Manitoba Employee Benefits Program (MEBP).

Congratulations _____. Please sign to indicate that you understand the conditions outlined above.

Sincerely,

_____
Supervisor/Council member

_____ _____
Candidate Date

Thank-you Letter

Council Name
Address

Date

Applicants Name
Address

Dear Applicants Name:

Re: Position Title

Thank-you for attending the interview held for the above-noted position.

In the opinion of the Selection Committee, the qualifications of another applicant were more appropriate and as a result we are unable to offer you the position.

Should another position of interest to you become open, we would welcome hearing from you again.

Thank you for the interest you have expressed in this position.

Yours truly,

_____
Mayor or clerk/administrator

Appendix F: Sample Warnings

Verbal Warning

- Stated by supervisor to the employee as a Verbal Warning
- Noted in employee file as a warning given on a specific date
- Note in file to include:

NATURE OF WARNING

TIME FRAME FOR IMPROVEMENT

HOW WORK WILL BE MEASURED

CONSEQUENCES IF WARNING DOES NOT RESULT IN A CHANGE IN BEHAVIOUR

DATE OF VERBAL WARNING: _____

SUPERVISOR'S SIGNATURE: _____

Written Warning

To include: Nature of Warning
Time Frame for Improvement
How Work will be Measured

Date: March 27, 2002

Dear Jim :

This is to advise you that your work performance has not improved since March 5, 2002, when a Verbal Warning was given to you and noted in your file. The verbal warning stated that you were coming late to work, taking long coffee breaks, leaving work early and not wearing your uniform.

At that time, we discussed and agreed upon a time frame of one week for improvement and how we would measure your improvement. We also stated that the consequences if you did not improve your performance on the job would result in a 3-day suspension.

Therefore, your work performance will be closely monitored to ensure the situation is being corrected. Failure to correct this within one week will result in a 3-day suspension.

I will be happy to discuss this with you in more detail. Please contact me.

Yours truly,

_____

Supervisor

Suspension Letter

DATE: March 27, 2002

Dear Bill:

This is to advise you that the Community Council of Green Meadows discussed your work performance at its regular meeting held on March 27, 2002 . The attached Resolution #60-01/02 was passed at the meeting.

You are hereby suspended from all work related duties from March 28 to April 20, 20 02 ; without pay.

The reason for this suspension as noted by both Verbal Warning on March 5 to March 8, 20 02 and a Written Warning on March 21, 20 02 , is because of the following concerns of Council: You are not fulfilling the duties of your agreement by coming to work late, taking long coffee breaks and not wearing your uniform.

Yours truly,

_____

Supervisor

Attachment

Dismissal Letter

DATE: April 28, 2002

Dear Bill:

This is to advise you that the Community Council of Green Meadows discussed your work performance at a special meeting held on April 28, 2002.

The supervisor, Harry Brown explained the events leading up to council's decision.

Discussion/Background: Several complaints received from residents were checked out. This was followed by personal observation.

Verbal Warning: On March 5 and 8, Verbal Warnings were given to you. The March 8 warning was noted in your file.

Written Warning: On March 27, a Written Warning was given to you explaining Council's concerns.

Training & Other Concerns: You had requested help in preparing reports. This was provided by the R.C.M.P. on April 1.

Previous Evaluations: It was necessary to suspend you for three weeks without pay regarding our concerns. They apparently had no effect.

The supervisor indicated that he has made every reasonable effort to help improve your performance, yet your work record has not improved.

For these reasons and in the best interest of the community, council passed resolution # _____ (attached) terminating your position as Constable with council, effective April 28, 2002. You can pick up your separation slip from the council office after May 4, 2002. Please meet with Councillor Harry Brown to arrange for turning in keys, etc.

Yours truly,

_____

Mayor

Attachment

This section contains copies of the following:

- Employee Agreement/Schedules
- Application for Employment
- Time Sheet
- Attendance Form
- Performance Appraisal Template
  - Community Clerk
  - Community Administrator
  - Public Works Employee
  - Community Recreation Director
  - Community Constable

An electronic version of these forms for your use is provided on a disk at the back of this binder. It is recommended that these forms be copied onto your hard drive prior to use. The disk is to be retained as a master copy. All files were created in Microsoft Word.

The purpose of providing you with the performance appraisal templates is to show how these are prepared using the job description as attached to the Employee Agreement. These would need to be tailored (added to or deleted from) accordingly to meet your specific need.

Employee Agreement/Schedules

EMPLOYEE AGREEMENT for Community Administrator, Community Clerk, Public Works Employee (includes water and wastewater delivery/operators), Community Constable and Community Recreation Director, where applicable:

This Agreement made in duplicate this _____ day of _____, 20____.

BETWEEN:

The Community Council of _____
(Hereinafter referred to as the Council)

- And -

_____ of the Community of _____ in the Province of Manitoba (hereinafter referred to as the Community Employee)

WHEREAS:

The council requires the services of a Community Employee to carry out local government functions within the community;

AND WHEREAS:

The Council has by Resolution # ___ dated this ___ day of _____, 20___ resolved to hire _____ as their _____ Employee;

NOW THEREFORE:

The parties hereto agree and covenant as follows:

Article 101

That in consideration of the sum of $_____ bi-weekly (equivalent to $_____ per annum), the Community Employee hereby agrees to carry out the services in the attached Job Description shown as Schedule ___ applicable to the classification as outlined above and forming part of this Agreement, and as required by Departmental operational policy.

Article 201

The Council and Employee mutually agree to the following program as listed hereunder:

(a) Day to day supervision of the Community Employee duties shall be the responsibility of the designated member of the council notwithstanding that the Employee is the employee of the Council.

(b) The Community Employee shall co-operate with any designated agency in carrying out their duties as Council may direct.

(c) The Council shall provide a work schedule for the employee including hours of work and days of work per week. The work schedule shall be posted at the work location or designated reporting area.

Article 301

Hours of Work

(a) The regular hours of work for full-time Community Employees shall be 40 hours per week or 8 hours per day.

(b) The hours of work for regular part-time employees shall be as scheduled.

(c) An employee required to work overtime shall be entitled to time and one half for all overtime worked in excess of 8 hours per day and in excess of 40 hours per week.

(d) By mutual agreement, overtime may be compensated by granting the employee the equivalent time off in lieu of payment within 90 days of the overtime worked.

(e) Employees shall be entitled to two (2) rest periods of fifteen (15) minutes with pay and one hour without pay for lunch break each per day at such time as specified by Council.

(f) The Council shall allow leave for the Community Employees to take departmentally approved training.

Article 401

Statutory Holidays

New Year's Day
Victoria Day
Labour Day
Christmas Day
Easter Monday
Boxing Day
Good Friday
Canada Day
Thanksgiving Day
Remembrance Day
Civic Holiday (Monday)

(a) Employees qualify for time off with pay on the Statutory Holidays listed, when such holidays occur on a regular working day, provided:

(i) The employee has earned wages for part of, or all of, each day for at least 15 days in the 30-day period immediately prior to the holiday;

(ii) The employee has not terminated employment prior to the holidays;

(iii) The employee has not been absent from work without the employer's consent on either the working day immediately before or after the holiday.

(b) Employees must report to work on the holiday if the employer calls them in to work, in which case, the employee is to receive, in addition to the regular rate of pay, the amount of pay at 1 ½ times the regular rate of pay for the day worked.

(c) When a statutory holiday, as listed, falls on a Saturday or Sunday, the employee is entitled to an alternate day holiday with pay prior to their next annual vacation, except for New Year's Day, Canada Day and Christmas Day, in which case, the alternative day will either immediately precede or follow the specific holiday.

(d) A regular part-time employee shall be eligible for pay for a holiday pro-rated on the daily average earnings during the past 30 working days.

(e) An employee shall not be deprived of pay for a general holiday if by reason of an established illness, the employee is absent from work on either or both of the days immediately preceding or following the general holiday; provided the employee advises Council on or before either or both days that he/she is ill and will not be present at work. An illness shall not be considered

"established" unless the employee provides a medical certificate requested by Council.

Article 501

Vacations

Vacation credits shall be earned as follows and the employee shall be eligible for time off:

Full Time Employees

(a) After 1 Year of Service

15 working days Vacation or ½ working day per bi-weekly period, plus ½ working day for every 3 months completed, to a maximum of 15 working days annually.

(b) After 10 Years of Service

20 working days Vacation or 2/3 working days per bi-weekly period, plus 2/3 working day for every 3 months completed, to a maximum of 20 working days annually.

Part-Time Employees

Vacation pay for part-time employees shall be paid on each regular pay period. All part-time employees shall be paid 4% Vacation Pay, except part-time employees who have worked 50% of regular working hours (40 hours bi-weekly), in each of 4 years in the preceding 10 years, shall be paid 6% Vacation Pay.

Article 502

Sick Benefits

(a) 15 working days Sick Leave or ½ working day per bi-weekly period, plus ½ working day per every 3 months completed, to a maximum of 15 working days annually. Earned Sick Leave may be carried over from one year to the next up to a maximum of 30 working days.

(b) Part-time employees shall be eligible to receive equivalent Sick Leave benefits according to time worked, ie. a part-time employee working only 25% of full time hours would be eligible for only that same portion of Sick Leave benefits.

Article 601

(a) (i) A probationary period of 6 months is in effect for new employees of Council. During this period, either party may terminate this Agreement, without cause and without prior notice.

(ii) For the purposes of subclause (a)(i) "new" employee means one who has not been employed by council as a non-probationary employee within nine (9) months of entering into this Agreement.

(b) With respect to any employee not terminated in accordance with clause (a), upon the expiration of the probationary period, Council in writing, shall either confirm continuing employment or dismissal.

(c) Subject to clauses (a) and (b), either party may terminate this agreement without cause upon giving thirty (30) days written notice or pay in lieu of notice to the other party.

(d) If program funds to the Council are withdrawn by the Government of Manitoba the Council may terminate the employment relationship upon giving the employment equivalent notice to one pay period or pay in lieu thereof, in addition to any accrued vacation pay.

(e) (i) Certified or other training which the Department advises Council it deems necessary is mandatory;

(ii) Council shall:

a. advise the employee of all such mandatory training; and
b. be responsible for all approved expenses relating to such training;

(iii) Failure, by the Employee, to successfully complete such training shall be just cause for termination.

Article 701

(a) Any action or conduct on the part of the Council Employee not consistent with their responsibilities may be considered just cause for suspension without pay or termination of employment under this Agreement.

(b) Where an employee or supervisor has a complaint regarding this Agreement or working condition the matter shall be referred to Council for their decision. The Council shall deal promptly with any and all disputes arising between the parties.

(c) Any such suspension or termination shall be immediately reported to the Department, at the appropriate Regional Office by the Council, who may investigate and where appropriate then report their findings and recommendations to the Minister of Aboriginal and Northern Affairs.

Article 801

This Agreement shall commence on the day herein above mentioned and shall continue unless terminated in a manner contemplated in Article 601 or 701.

IN WITNESS WHEREOF the Council, with and by its proper officers have thereto set their hands, and the said Community Council has duly obtained approval by the Minister responsible for the administration of *The Northern Affairs Act*, being Chapter N100 of the C.C.S.M., as attested hereto hereinafter, and the Community Employee has set his/her hand hereunto, on the day and year first above mentioned.

_____ _____

Witness Community Employee

_____ _____

Witness Mayor

THE NORTHERN AFFAIRS ACT provides in part:

Section 13 (1) "…. subject to the written approval of the Minister, a Local Committee may enter into agreements and make arrangements necessary to provide, maintain and improve local services in the relevant area of Northern Manitoba."

Section 15 (3) "Each Community Council may do all things necessary to achieve its purpose; and, subject to the written approval of the Minister, it may enter into agreements and arrangements necessary to provide, maintain and improve local services in the community."

Pursuant to the above section, the Minister of Aboriginal and Northern Affairs affixes his/her signature by way of written approval.

_____

Minister of Aboriginal and Northern Affairs

SCHEDULE A

COMMUNITY ADMINISTRATOR JOB DESCRIPTION

On behalf of the Community Council, the Community Administrator shall:

Administration

1. Follow the Personnel Policy developed by the Council concerning Council Employees, if applicable.
2. Ensure that all pertinent correspondence, financial information (financial statements) and items of Council business are presented at the Council meeting and/or are responded to in proper manner and are filed in an acceptable filing system.
3. Ensure that proper agendas and minutes of all Council meetings are prepared and distributed to proper agencies.

Financial

1. Ensure that all monies received are deposited and that all expenditures are processed in accordance with Departmental Directives.
2. Ensure that all financial records of Council are completed, balanced on a monthly basis and kept in safekeeping in the place designated by Council or the Council office, in accordance with Departmental Directives and Policies concerning community audits.
3. Ensure budgets are prepared in sufficient detail and time to allow good planning.
4. Ensure the proper collection of taxes.

Municipal Services

Ensure the terms and conditions of any funding agreement are followed.

Ensure all government regulations, by-laws and Council directions are followed by:

1. Assisting the Council through research and advice, supervision of budgeting procedure and policies, financing, organizing, planning, analyzing, interpreting and evaluating the community needs relating to infrastructure and general community growth for the development and establishment of local municipal services as defined in the *Northern Affairs Act*.

2. Assisting the Community Council with liaison between the Council and other government agencies to ensure maximum benefit to the community and government departments.

3. Assisting the Council and community in understanding their responsibilities through advice and supervision on procedure, resolution, by-laws, project development and management, election procedures and the various alternatives and implication of the same.

Other

Participate in training sessions. Supervise and train the community support staff, if and when required or deemed necessary.

Any other related duties assigned.

Advance in Pay Level

Increments in pay level for the Community Administrator will be based on job performance and training level, not on seniority and will be subject to annual review and recommendation by the Council.

Note: The above task descriptions reflect the general details considered necessary to describe the principal functions of the job identified and should not be construed as a detailed job description of all the work requirements that may be inherent in the job.

SCHEDULE B

COMMUNITY CLERK JOB DESCRIPTION

On behalf of the Community Council, the Community Clerk shall:

Financial

1. Maintain all the financial records of Council in the office.
2. Prepare and present all financial records at month end.
3. Process all Council expenditures.
4. Receive and deposit all monies of Council.
5. Reconcile and close off all financial records at month end.
6. Handle all funds and administration of Council projects.

Administration

1. Assist in budget preparation, interpreting statutes and other correspondence.
2. Prepare or assist in preparing and distributing meeting agendas, resolutions and by-laws.
3. Follow-up on all Council items of business (keep everyone fully informed on meetings and events).

Clerical

1. Receive, record and ensure proper handling of correspondence.
2. Relay or respond to correspondence upon Council's direction.
3. Act as telephone receptionist in the Community Council office.
4. Take minutes at every regular and special meeting.
5. Represent Council at meetings upon their request or direction.
6. Disclose approved information to public.
7. Immediately report all absenteeism to the Council Clerk Supervisor.
8. Participate in training programs developed by the Department to enable the Community Clerk to carry out the Clerk's functions.
9. Maintain the filing system in the office.

Other

Other related duties as assigned by Council.

Advance in Pay Level

Increments in pay level for the Community Clerk will be based on job performance and training level, not on seniority and will be subject to annual review and recommendation by the Council.

Note: The above task descriptions reflect the general details considered necessary to describe the principal functions of the job identified and should not be construed as a detailed job description of all the work requirements that may be inherent in the job.

SCHEDULE C

COMMUNITY CONSTABLE JOB DESCRIPTION

1. Develop and implement an annual crime prevention program for community preventative policing, with prior approval by Council.

2. Respond to requests from the public and maintain a visible presence as a deterrent to crime.

3. Work closely with the RCMP and other law enforcement agencies (ie. First Nations) and immediately refer to the RCMP for investigation in the first instance upon knowledge of:
   (a) All deaths by natural or other causes: Attempted murders and in particular offences under Sections 229 – 241 of the Criminal code (C.C.).
   (b) Sexual offenses: Sections 150 – 160, 271 – 273 and 210 – 213 (C.C.).
   (c) Wounding: Section 244 (C.C.) and including all other assaults where injuries suggest that a death may result.
   (d) Robberies: Section 230 (C.C.).
   (e) Fraud, false pretenses and related offenses.
   (f) Offensive weapons, including offenses in Section 85 – 105 (C.C.).
   (g) Arson: Section 433 – 436.1 (C.C.).
   (h) Counterfeit Currency.
   (i) Kidnapping.
   (j) All other Federal Statutes.

4. Report the following offenses to the RCMP and by mutual agreement investigate as directed by the R.C.M.P or as the situation dictates:
   (a) Assaults (not sexual) including Sections 265 – 269 (C.C.). Should the seriousness of any injuries be such that death could result, the R.C.M.P. would assume full responsibility of the investigation.
   (b) Break and Enters.
   (c) Thefts.
   (d) Motor vehicle accidents involving personal injury, possible fatality.

5. Enforce criminal code driving offenses (Sections 249, 249.1, 252, 253 and 259(4) (C.C.)) at their discretion, with any required assistance forthcoming from the R.C.M.P, all community by-laws, all provincial statutes and respond to fire alarms and any life and property threatening situations.

6. Liaison work with other agencies, ie. Probation Services, Child & Family Services.

7. Maintain contact in emergency situations, ie. forest fires, search & rescue.

8. Submit a monthly report to council on the general policing services for the month, mileage returns, expense account and other administration material as required.

The references to the Criminal Code in this document are to offences as numbered in the 2002 Criminal Code. When section numbers of these offences change, this document will be deemed to refer to the new section numbers for those (or similar) offences.

Authorized Travel Outside The Community

(a) Approved travel and mileage expenses will be paid in accordance with prevailing departmental rates.
(b) Private vehicle usage for preventative policing purposes must be with full insurance coverage, and outfitted only with approved equipment. All such equipment will be supplied and owned by the Council. The Council may contribute the difference in cost for business insurance over the cost of personal insurance.
(c) Approved expenses incurred by the Constable in the performance of their duties will be paid in accordance with prevailing departmental rates.
(d) Lodging costs will be paid at actual cost, as per hotel invoice or receipt.

Advance In Pay Level

Increments in pay level for the Community Constable will be based on job performance and training level, not on seniority and will be subject to annual review and recommendation by the Council or Local Committee.

Note: The above task descriptions reflect the general details considered necessary to describe the principal functions of the job identified and should not be construed as a detailed job description of all the work requirements that may be inherent in the job.

SCHEDULE D

PUBLIC WORKS EMPLOYEE JOB DESCRIPTION
(Includes Water and Wastewater Delivery/Operators)

Caretaking

1. Keep all community buildings clean inside and out, plus the yards.
2. Check for damages and effect repairs, if required.
3. Keep fire hall driveway free from ice and snow at all times.
4. Check all buildings and lock up before leaving.
5. Read hydro meters once a month on all buildings.
6. Keep community dock repaired.

Water & Wastewater Facilities

1. Record all meter readings at times required by the province.
2. Take daily water tests as required by the province and record such data.
3. Check daily, all components of the system(s) for proper operation and make necessary adjustments.
4. Prepare chlorine solutions and backwash and/or replace filters in accordance with provincial requirements.
5. Ensure that all thermostats are set and functioning at operating levels.
6. Check the main and backup heating system(s), where provided.
7. Maintain the system in a clean and orderly condition and ensure that facilities are secured with locks.
8. Report to Council any heat-power loss and take necessary remedial action to prevent freezing damage to components of the system.
9. Take and send into the appropriate agency, water & wastewater samples as required by the province.
10. Maintain records and prepare written reports for the Council or the province as designated by the department.
11. Take all reasonable steps and precautions to ensure a safe water supply for the community.
12. Complete all training courses to attain appropriate certification level.

Garbage

1. Provide garbage collection on a weekly basis (_____ days per week) in the community of _____, Manitoba.

2. Maintain the local waste disposal site in a neat, reasonably tidy condition and do not engage in burning at any time whatsoever, unless in possession of a burning permit.
3. Collect only such garbage as is placed in appropriate bags or secured and placed in enclosed containers and in the event that the employee determines that certain residences have not placed their garbage in garbage bags or appropriate containers, the employee shall notify Council of the name and/or location of said residence.
4. Be responsible for delivering all bulky objects such as fridges, stoves, etc. to a separate location of the nuisance grounds.
5. Be responsible for proper signage.

Equipment Maintenance

1. Be responsible for the operation and maintenance of the equipment as provided by council and utilize purchase orders as provided by council for expenses incurred in the day-to-day operation of a program.
2. Notify council of any needed repairs to the equipment.
3. Be responsible for storing equipment, both summer and winter, in the Community Council garage and be responsible for safe and orderly storage of all equipment provided by a program.

Community Parks

1. Rake and cut grass.
2. Clean up fallen trees.
3. Plant new trees as required by council/province.

Roads

1. Report to council if road(s) need repair, gravel or culverts or water remaining in ditches for long periods.
2. Clean on each side of the road any garbage lying in ditch.
3. Report to council if snowplowing is required in the community; advise organization hired by Council to perform snowplowing.

Skating Rink

1. Keep the rink in order and repair, if required.
2. Check all lights and fuel supply.
3. Flood rink and paint lines.
4. Remove snow from rink.
5. Ensure only qualified people work on artificial ice plant.

Community Cemetery

1. Maintain fence around the cemetery.
2. Keep cemetery yard clean.

General Reports

1. Implement and use Maintenance Management System (MMS) program.
2. Maintain weekly checklist of duties.
3. Maintain logbook (record) of work done and problems reported.
4. Ensure community inventory reports are updated and submitted annually to the department.

Other

Any other related duties as assigned by Council.

Authorized Travel Outside the Community

(a) Approved travel and mileage expenses will be paid in accordance with prevailing departmental rates.
(b) Private vehicle usage for Community purposes must be with full insurance coverage. The Council may contribute the difference in cost for business insurance over the cost of personal insurance.
(c) Approved expenses incurred by the Public works Employee in the performance of duties will be paid in accordance with prevailing departmental rates.

Advance in Pay Level

Increments in pay level for the Public Works Employee will be based on job performance and training level, not on seniority and will be subject to annual review and recommendation by the Council.

Note: The above task descriptions reflect the general details considered necessary to describe the principal functions of the job identified and should not be construed as a detailed job description of all the work requirements that may be inherent in the job.

SCHEDULE E

COMMUNITY RECREATION DIRECTOR JOB DESCRIPTION

Position Title: Community Recreation Director

Reports to:

Summary of Position:

The Community Recreation Director will develop and implement recreation/cultural programs to fulfill community requirements in accordance with policies set out by council.

Administration
- Provide Council with monthly reports
- Maintain program evaluation records
- Prepares and monitors annual recreation budget
- Keeps up to date on grant and funding opportunities

Programming
- Assesses community needs on an on-going basis
- Supports community groups and organizations in the development and delivery of recreation programs
- Develops a community plan based on community needs and priorities
- Develops, promotes and delivers a variety of recreation opportunities

Facilities and Equipment
- Ensures that safety precautions and regulations are followed in the maintenance and programming of recreation areas and facilities
- Co-ordinates scheduling of recreation facilities and areas
- Responsible for purchasing, maintenance and safekeeping of all recreation equipment

Volunteer Management
- Consults and assists the recreation committee in the development and delivery of recreation opportunities
- Recruits and supports community volunteers

Professional Development
- Maintains knowledge of current theory and practice of community recreation

Fundraising
- Plans, promotes and conducts community recreation fundraising events

Note: The above task descriptions reflect the general details considered necessary to describe the principal functions of the job identified and should not be construed as a detailed job description of all the work requirements that may be inherent in the job.

APPLICATION FOR EMPLOYMENT

Community Council of: _____

Position Applying For: _____

PERSONAL INFORMATION

NAME:

ADDRESS:

SOCIAL INSURANCE NUMBER:

PHONE: (Home) (Work)

Entitled to work in Canada? Yes No

Do you have the use of a vehicle? Yes No

Valid driver's license? Yes No

Have you ever been employed by Council before? Yes No
If yes, where and when?

EDUCATION

Highest Level Attained in High School: Grade _____

Course Taken: University Entrance Business Education General

Trade or Technical
Location: Diploma or Certificate

Trade Certificate No.: Professional Designation:
Others (Specify):

University or College Institution	Major	Degree	Start Date	Finish Date

EMPLOYMENT HISTORY (Present or Most Recent Position First)	
Present/Last Employer, Address and Type of Business or Organization	**Describe Duties/Responsibilities and Significant Achievements**
Position Title Final or Present Salary	
Period of Employment From: To: May be approached for a reference Yes No	
Immediate Supervisor Name & Title Phone:	
Reason for Leaving:	
Present/Last Employer, Address and Type of Business or Organization	**Describe Duties/Responsibilities and Significant Achievements**
Position Title Final or Present Salary	
Period of Employment From: To: May be approached for a reference Yes No	
Immediate Supervisor Name & Title Phone:	
Reason for Leaving:	
Present/Last Employer, Address and Type of Business or Organization	**Describe Duties/Responsibilities and Significant Achievements**
Position Title Final or Present Salary	
Period of Employment From: To: May be approached for a reference Yes No	
Immediate Supervisor Name & Title Phone:	
Reason for Leaving:	

FOR CLERICAL APPLICANTS ONLY	
Do you have word-processing skills? Yes No	Have you used a computer? Yes No List computer software familiar with.

ACTIVITIES

If you wish, indicate any organizations, activities, hobbies or sports with which you are involved.

LANGUAGES

List any languages you speak.

List any languages you read and write.

REFERENCES

Name	Address	Telephone

GENERAL INFORMATION

List any general information, which could assist council in considering your application for this position.

DECLARATION

I expressly consent to Council verifying any information supplied by me in this application and for that purpose, for the purpose of obtaining any other information pertaining to my suitability for employment. Council may contact any person or persons (not including my present employer), unless otherwise noted in this application.

I certify that the statements made by me are true and to the best of my knowledge.

Date: _____ Signature: _____

THIS AREA FOR COUNCIL USE ONLY

Notification Statement

This personal information is voluntary and is being collected by council to determine suitability for employment. It is protected by the Protection of Privacy provisions of *The Freedom of Information and Protection of Privacy Act* (FIPPA).

TIMESHEET

_____ **Community Council**

Employee: _____ **Code:** _____

Pay Period From: _____ **To:** _____

Week One

Day	Date	Hours	OT	OE	Reason for Overtime Earned
Sat					
Sun					
Mon					
Tues					
Wed					
Thur					
Fri					

Week Two

Day	Date	Hours	OT	OE	Reason for Overtime Earned
Sat					
Sun					
Mon					
Tues					
Wed					
Thur					
Fri					
Total Hours					

Illness			Overtime				Vacation		
Earned	Used	Balance	Worked	Previous	Taken	Balance	Credit	Taken	Balance

_____ _____

Prepared By **Approved By**

ATTENDANCE FORM

Sick Leave Entitlement _____

NAME _____ S.I.N. _____ YEAR _____ Annual Leave Entitlement _____

KEY: SL – Sick Leave
AL – Annual Leave
ML – Maternity Leave
WO – Leave Without Pay
WC – Workers Compensation
O - Other
OT – Overtime Used

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	SL	AL	OT	OTHER
Carry Over																																			
APRIL																																			
MAY																																			
JUNE																																			
JULY																																			
AUGUST																																			
SEPTEMBER																																			
OCTOBER																																			
NOVEMBER																																			
DECEMBER																																			
JANUARY																																			
FEBRUARY																																			
MARCH																																			

Community Clerk Performance Appraisal Template

EMPLOYEE NAME: _____ DATE OF REVIEW: _____

COMMUNITY: _____

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
FINANCIAL Maintain all financial records of council in the office.	- ensure safekeeping of all financial records so audits can be done.		
Reconcile bank, prepare and present all financial statements, including project reports, at month end.	- prepare bank reconciliations by 20th of following month. - submit the monthly financial statement to council by the 20th of the following month. - submit accounts receivable listing to council at each regular meeting. - ensure Fire Chief, Constable and Public Works reports are received at each regular meeting.		
Process all council expenditures.	- issuing accounts payable cheques within 2 days after approval from council meeting. - issuing all recurring expenses within deadline to avoid off penalty charges.		
Receive and deposit all monies of council.	- record receipt of funds daily. - make weekly deposits where cash is greater than $200.00.		
Handle all funds and administration of council project.	- receive, record and distribute all project funds and reports.		
ADMINISTRATION Assist in budget preparation, interpreting statutes and other correspondence.	- supply council with background information concerning budgets and capital projects prior to department due dates. - supply council information regarding various statues, *Northern Affairs Act*, departmental policies.		

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
Prepare or assist in preparing and distributing meeting agendas, resolutions and by-laws.	- have agenda prepared prior to each meeting. - ability to write all decisions of council in resolution form. - comprehensive knowledge of by-law procedure with respect to deadlines.		
Follow-up on all council items of business (keep everyone fully informed on meetings and events).	- within 5 days of meeting		
CLERICAL Receive, record and ensure proper handling of correspondence.	- pre-screen incoming correspondence to ensure council deals with all important items.		
Relay or respond to correspondence upon council's direction.	- within 5 days of direction given.		
Act as telephone receptionist in the council office.	- receive all calls and relay all messages within the day, whenever possible.		
Take minutes at every regular and special meeting.	- prepare all meeting minutes and distribute them to members of council and post in public place within 5 days of meeting. - ensure council adopts all meeting minutes by resolution at next meeting of council.		
Represent council at meetings upon their request or direction.	- assume responsibility whenever directed to attend.		
Maintain regular working hours at council office. These hours are: _____ a.m. to _____ p.m. , _____ days per week.	- punctual attendance at office and meetings.		
Disclose approved information to public.	- within 1 day of request.		

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
Immediately report all absenteeism to the council clerk supervisor.	- prior to _____ a.m.		
Participate in training programs to enable the community clerk to carry out the clerk's functions.	- attend all training courses, as required. - supervise and train administrative support staff as requested.		

EMPLOYER'S COMMENTS:	EMPLOYEE'S COMMENTS:

_____

EMPLOYER'S SIGNATURE

_____

EMPLOYEE'S SIGNATURE

DATE: _____

Community Administrator Performance Appraisal Template

EMPLOYEE NAME: _____ DATE OF REVIEW: _____

COMMUNITY: _____

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
FINANCIAL Ensure that all monies received are deposited and that all expenditures are processed in accordance with departmental directives.	- monies deposited per department policy. - ensure all expenditures are in accordance with departmental policy and are by council resolution.		
Ensure that all financial records of council are completed, balanced on a monthly basis and kept in safekeeping in the place designated by council or the council office, in accordance with departmental directives and policies concerning community audits.	- review with council, completed and balanced bank reconciliations by 20th of following month. - review with council, the monthly financial statement by the 20th of the following month. - review with council, accounts receivable and payable listing at each regular meeting. - ensure proper filing and safekeeping of all financial records so audits can be done.		
Ensure budgets are prepared in sufficient detail and time to allow good planning.	- as per councils planning meetings, the draft budget is to be completed in conjunction with the community management plan by Dec. 30. - after councils review and approval, budget and plan are submitted to the department by required deadline.		
Ensure the proper collection of taxes.	- ensure all tax payments are recorded and forwarded to the department as per policy. - encourage the payment of taxes by explaining the tax process to residents and assisting with tax collections. - participate in the tax auction process per departmental direction.		

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
ADMINISTRATION Follow the personnel policy developed by the council concerning council employees.	- supervise and train community support staff as requested. - advise council of personnel problems and possible solutions. - ensure personnel policies are adequate for the community. - ensure personnel polices conform to department policy and applicable laws.		
Ensure that all pertinent correspondence, financial information (financial statements) and items of council business are presented at the council meeting and/or are responded to in proper manner and are filed in an acceptable filing system.	- prepare a list of all correspondence and business for council to deal with at the council meeting. - ensure that correspondence is responded to, per council's direction. - ensure that proper files are maintained for all of council records.		
Ensure that proper agendas and minutes of all council meetings are prepared and distributed to proper agencies.	- ensure agendas are prepared and distributed to council members prior to the meeting. - ensure minutes and resolutions are sent to applicable parties.		
MUNICIPAL SERVICES Ensure the terms and conditions of any funding agreement are followed.	- review any programs or agreements council is considering entering into and advise council of any implications (financial or otherwise) before council signs agreements. - ensure terms and conditions of agreements entered into are adhered to.		

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
Ensure all government regulations, by-laws and council directions are followed.	- assist council through research and advice, supervision of budgeting procedure and policies, financing, organizing, planning, analyzing, interpreting and evaluating the community needs relating to infrastructure and general community growth for the development and establishment of local municipal services as defined in the *Northern Affairs Act*. - assist council with liaison between the council and other government agencies to ensure maximum benefit to the community and government departments. - assist council and community in understanding their responsibilities through advice and supervision on procedures, resolutions, by-laws, project development and management, election procedures and the various alternatives and implications of the same.		
OTHER Participate in training sessions.	- attend all training courses, as required.		

EMPLOYER'S COMMENTS:	EMPLOYEE'S COMMENTS:

EMPLOYER'S SIGNATURE

EMPLOYEE'S SIGNATURE

DATE: _____

Public Works Employee Performance Appraisal Template

EMPLOYEE NAME: _____ DATE OF REVIEW: _____

COMMUNITY: _____

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
WATER TREATMENT PLANT AND DISTRIBUTION SYSTEMS To ensure treatment and distribution of a safe supply of potable water to the community, meets Manitoba Conservation regulations.	- record all meter readings as required by the province. - take daily water tests and record results as required by Manitoba Conservation. - collect the required samples and submit for analysis as required. Have results forwarded to Manitoba Conservation. - check all components of the system(s) daily for proper operation. - perform & record all required servicing as stated in the operation manual. - prepare all chemical solutions and backwash and/or replace filters in accordance with the operation manual. Record on MMS. - ensure all thermostats are set and functioning at proper operating levels. - check all main and backup system(s) where provided. - maintain the system in a clean and orderly condition and ensure that facilities are secured with locks. - report to council any system failures and take necessary remedial action to prevent freezing damage to components of the system. - take all reasonable steps and precautions to ensure a safe potable water supply for the community. - complete all training courses to attain the required level of certification to operate this facility.		

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
WASTEWATER TREATMENT AND COLLECTON SYSTEMS Ensure collection and treating of all wastewater in the community, meets Manitoba Conservation regulations.	- take daily tests and record results as required by the province. - collect the required samples and submit for analysis as required. Have results forwarded to Manitoba Conservation. - check all components of the system(s) daily for proper operation. - perform & record all required servicing as stated in the operation manual. - ensure all thermostats are set and functioning at proper operating levels. - check all main and backup system(s) where provided. - maintain the system in a clean and orderly condition and ensure that facilities are secured with locks. - report to council any system failures and take necessary remedial action to prevent freezing damage to components of the system. - take all reasonable steps and precautions to ensure effluent discharge meets license requirements at all times. - complete all training courses to attain the required level of certification to operate this facility.		
Maintain and supply the service of collecting and disposing of solid waste generated in the community, meeting Manitoba Conservation regulations.	- provide garbage collection on a weekly basis (_____ days per week). - maintain the local waste disposal site in a neat, reasonably tidy condition and do not engage in burning at any time whatsoever, unless in possession of a burning permit. - collect only such garbage as is placed in appropriate bags or secured and placed in enclosed containers and in the event that the employee determines that certain residences have not placed their garbage in garbage bags or appropriate containers, notify council of the name and/or location of said residence. - be responsible for the operation and maintenance of the waste disposal site and equipment as provided by council. Record activities on MMS. - notify council of any needed repairs to the site or equipment. - be responsible for sorting of all bulky objects such as fridges, stoves, tires, burnables, etc. to a specific location at the waste disposal site.		

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
MAINTENANCE OF COMMUNITY INFRASTRUCTURE Maintain all community buildings in an efficient manner using a Maintenance Management System (MMS).	- ensure caretaking/cleaning of community buildings. - ensure inspections of infrastructure to facilitate repairs as required. - keep all doorways, stairs, steps and driveways clear of ice and snow at all times. - ensure all buildings are locked and secure at the end of each day. - reading and recording of hydro meters on infrastructure. - use the MMS to record repairs, projects and daily routines.		
Maintain community parks, playgrounds, yards and green spaces.	- keep all park and playground equipment in safe working condition. - clean up fallen trees, rake and cut grass as required. - maintain gardens, plants and trees as required by council.		
Maintain community roads, ditches and drainage.	- advise council of road(s) needing repair, gravel, grading, culverts or snowplowing and seek approval to complete work required. - keep ditches, drainage and culverts free of garbage and brush. - thaw out frozen culverts and clear ice dams during spring thaw/runoff. - keep records of work on MMS.		
Maintain community skating and curling rinks.	- keep the rink in order and repair, if required. - check all lights and fuel supply. - flood rink and paint lines. - remove snow from rink. - ensure only qualified people work on artificial ice plants. - record duties on MMS.		
Maintain community cemetery.	- maintain fence around the cemetery and keep cemetery yard cut and clean.		

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
EQUIPMENT MAINTENANCE Maintain all community equipment large and small in a safe and operable condition.	- implement and use of a Maintenance Management System (MMS) or log books for each piece of community equipment. - ensure all required services as stated in manuals are completed to ensure validity of warranties. - ensure all equipment is stored safely and securely as directed by council. - ensure all license and safety inspections are current for applicable equipment. - notify council and record all repairs, cost of repair and who completed repairs. - allow only licensed/trained personnel to operate community equipment.		

EMPLOYER'S COMMENTS:	EMPLOYEE'S COMMENTS:

EMPLOYER'S SIGNATURE

EMPLOYEE'S SIGNATURE

DATE: _____

Community Recreation Director Performance Appraisal Template

EMPLOYEE NAME: _____ DATE OF REVIEW: _____

COMMUNITY: _____

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
ADMINISTRATION Provide council with monthly reports.	- develop monthly recreation reports and present at monthly council meeting.		
Maintain program evaluation records.	- documents and evaluates programs for future reference.		
Prepares and monitors annual recreation budget.	- reviews prior year's budget. - forecasts revenues and expenditures and submits draft budget to council. - maintains up-to-date and accurate financial records. - monitors annual budget.		
Keeps up-to-date on grant and funding opportunities.	- reviews current grants and resource manual from Manitoba Culture, Heritage & Tourism. - applies for appropriate grants within required time frames.		
PROGRAMMING Assess community needs on an ongoing basis.	- delivers and analyses a community needs assessment. - communicates regularly with residents for feedback and suggestions.		
Supports community groups and organizations in the development and delivery of recreation programs.	- networks with community organizations that provide recreation and wellness services through meetings, sharing of information and resources. - assists clubs and organizations in their development. - supports existing clubs and organizations. - attends meetings on behalf of the community in areas of recreation and wellness and program development.		

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
Planning.	- completes annual recreation plan and presents to council. - monitors and evaluates annual plan on a quarterly basis. - completes long term plan (3-5 years) and submits to council. - monitors and evaluates long term plan.		
Develops, promotes and delivers a variety of recreation opportunities.	- ensures programming for both females and males. - ensures a variety of opportunities are available - physical, artistic, cultural, educational and social. - ensures programs are available for all ages. - promotes programs and opportunities through newsletters, posters and school.		
FACILITIES AND EQUIPMENT Ensures that safety precautions and regulations are followed in the maintenance and programming of recreation areas and facilities.	- ensures updated emergency contact lists and procedures are posted through the facilities. - does a monthly walk through of facilities identifying any safety hazards. - provides a written report of unsafe recreation facilities/areas to council immediately on discovery. - ensures proper safety equipment is used in all activities. - ensures safety rules are followed during program delivery.		
Co-ordinates scheduling of recreation facilities and areas.	- develops monthly schedules for recreation facilities. - ensures fair treatment of all groups and organizations when scheduling.		
Responsible for purchasing, maintenance and safekeeping of all recreation equipment.	- maintains inventory of all equipment. - maintains record of equipment damaged and repairs required. - purchases equipment needed within limits of purchasing authority & obtains council approval for needs that exceed limit.		

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
VOLUNTEER MANAGEMENT Consults and assists the recreation committee in the development and delivery of recreation opportunities.	- prepares and distributes agenda for monthly recreation committee meeting. - attends and participates in monthly meetings to provide reports/ updates and other information. - provide follow-up on decisions made at recreation committee meetings.		
Recruits and supports community volunteers.	- ensures orientation and training of volunteers. - develops volunteer job description. - identifies and contacts potential community volunteers. - develops a volunteer recognition program. - provides opportunities for volunteer development such as clinics or leadership workshops. - assists volunteers in program development and delivery by accessing resources, facilities and supplies.		
PROFESSIONAL DEVELOPMENT Maintains knowledge of current theory and practice of community recreation.	- attends training courses offered by the Department of Aboriginal and Northern Affairs – Northern Links. - attends recreation workshops and conferences as approved by council, ie. Rec Connections.		
FUNDRAISING Plans, promotes and conducts community recreation fundraising events.	- maintains accurate financial records. - plans appropriate fundraising events. - promotes events through a variety of mediums.		
PROFESSIONALISM Report all absenteeism to clerk/ administrator and supervisor.	- prior to _____ a.m.		
Maintain agreed upon working hours. These hours are _____ per week.	- determine working hours with supervisor. - keep record of hours worked and report to _____.		

EMPLOYER'S COMMENTS:	EMPLOYEE'S COMMENTS:

_____

EMPLOYER'S SIGNATURE

_____

EMPLOYEE'S SIGNATURE

DATE: _____

Community Constable Performance Appraisal Template

EMPLOYEE NAME: _____ DATE OF REVIEW: _____

COMMUNITY: _____

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
CRIME PREVENTION Law enforcement.	- monitor motor vehicle behavior - enforce curfew - check for vandalism - carry out day/night patrols as scheduled - work with school patrol program as may be requested - attend to family disputes - refer matters to RCMP, when necessary - accompany RCMP when in community, as required		
Maintain visible presence in community .	- visit schools, nursing stations, airports, etc. - develop rapport with children, youth, citizens - be involved and support recreational activities - respond to emergency calls		
Liaison with other agencies.	- maintain liaison with other agencies (ie. probation services, AFM, etc.), as required - establish liaison with band & band constables		
ADMINISTRATION Reporting.	- provide council with monthly reports - provide RCMP with necessary reports - keep record of expense reports - maintain confidentiality of files, reports		

STANDARDS	TASKS	ASSESSMENT	PLAN OF ACTION
Deliver documents.	- deliver subpoenas & affidavits, as required - contact individuals for RCMP, courts		
Other.	- maintain a valid Class 4 driver's license		
UNIFORM & EQUIPMENT Uniform & equipment.	- wear uniform while on duty for identification - carry protective equipment, as required		
TRAINING Participate in basic and ongoing training programs to enable the community constable to carry out the job functions.	- attend all training courses, as required. (List training taken to date)		

EMPLOYER'S COMMENTS:	EMPLOYEE'S COMMENTS:

_____

EMPLOYER'S SIGNATURE

_____

EMPLOYEE'S SIGNATURE

DATE: _____